

TERRY L. STEWART - DIRECTOR

AUGUST - 2002

Perryville Wins National Health Care Award

by Cindy Neese, Executive Staff Assistant, ASPC-Perryville

The Arizona State Prison Complex-Perryville received this year's National Commission on Correctional Health Care (NCCHC) of the Year award.

This prestigious award is presented to only one facility a year selected from more than 500 prisons, jails and juvenile detention and confinement facilities participating in the NCCHC's accreditation program. The committee was impressed with the quality of care provided, and noted the complexity of providing health services within a large facility for women.

Anna May Riddell, Facility Health Care Manager for ASPC-Perryville stated, "Operations and Health Services had a common goal and it took everyone working together to achieve accreditation, and receiving this award

is an extra special honor we can all be proud of."

The award will be presented at a special ceremony this October in Nashville, Tennessee at the National Conference on Correctional Health Care.

ASPC-Perryville Warden Mary Hennessy said, "Since the female transition, there has been a tremendous increase in health care issues and the



The hard-working members of Perryville's health and security staff.

Perryville staff stepped up to the plate in dealing with this growth. I would like to congratulate all the fine staff who worked so hard to achieve NCCHC accreditation."

ADC Turns to Staff for Recruitment

To aid in reducing high vacancy rates, the Arizona Department of Corrections is using its best possible resource as a recruitment tool – its own employees.

Beginning in September, ADC employees who recruit a COII or Correctional Registered Nurse, through the Department's Employee Incentive Program, can be rewarded with \$500. For any COIIs hired, the recruiter will receive their choice of \$200 cash or a Patriot Bond of the same value if the candidate graduates the Correctional Officer Training Academy. After a year from the COTA graduation date, the

recruiting employee will be rewarded with an additional \$300 or a \$300 Patriot Bond. The bond has no maturity date and can be cashed six months after receipt; however, the longer the bond matures the more valuable it becomes.

If an employee is successful in recruiting a Registered Nurse, he or she will receive \$200 in cash or a bond after the RN has completed their probationary period. An extra \$300 cash or bond will be rewarded to the recruiter a year from the new

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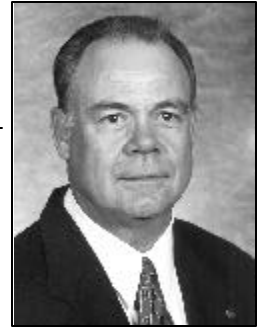
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DIRECTOR'S PERSPECTIVE

by Terry L. Stewart

Staffing Shortages Must be Addressed:



When an Auditor General's report said Arizona Department of Corrections' prisons are understaffed, to us, it came as no surprise. Understaffed prisons are a red flag issue I have attempted to raise with the Legislature, and they did not listen. Now, a consultant group has confirmed what we've been saying all along, we need more correctional officers. With this affirmation, I am reminded that it is only because of the hard work, commitment and dedication of employees like you that control of our prisons has not been lost.

It was December 2000, when the Auditor General concluded ADC was operating without sufficient staffing. But because the Auditor General deemed that it did not have the necessary expertise to determine the level of the under staffing, it suggested the Department undertake such a study. To ensure that the study was objective and credible, the Department hired Criminal Justice Solutions of Connecticut.

Criminal Justice Solutions began its study in July 2001, and determined that the Department needs to add 1,637 correctional officers to bring staffing up to the minimum level of safety. The report states "No matter how proficient prison managers are, or how well staff perform their jobs, it can only be a matter of time before incidents occur that will jeopardize everything that has been achieved to date. Current staffing levels provide inmates with opportunities to exploit weaknesses in staff coverage."

Additionally, for the Department to operate its prisons in a safe and reasonable manner, the report said the number of total command/supervisory staff should be increased from the current authorization of 1,101 to 1,270. In determining these numbers, the consultants spent eight months observing every post at every prison first-hand and listening carefully to staff.

While the consultants were completing the report, ironically, more ADC jobs were reduced. In finalizing the Fiscal Year 2003 budget, the Legislature eliminated 331 Department of Corrections positions. Of the 331 positions, 202 were correctional officers.

Certain members of the Legislature have agreed the staffing

level presents a safety hazard; however, the 2003 budget they balanced in the last regular session will not be modified. In response to the low staffing level, last month lawmakers voted to allow jail credits to be applied to inmates' sentences which will result in the early release of about 700 inmates, and approved legislation to send 3,600 inmates to private prisons, although only 400 of those beds would be available before this fiscal year ends.

These measures taken by the Legislature may attempt to solve the inmate growth problem, but staffing recommendations in the budget were made from data collected during last fiscal year's inmate population numbers. The inmate population has inflated by nearly 1,100 inmates just since January. The dilemma we still have is managing inmate growth, between now and when relief from population growth is realized.

How much longer can we operate with such a low staffing level? With inmates becoming more and more aggressive toward each other and the inmate population growing so fast, it is imperative the staffing level requirements are met.

I know we have some of the best correctional officers in the nation who always seem to rise to every challenge, but quoting the Criminal Justice Solutions' study, "Simply put, given the number of inmates the Department confines and the absolute necessity of running safe and secure facilities, the current staffing levels cannot go uncorrected much longer without the train coming off the tracks."

I am confident all of you recognize the dilemma and will continue to rise to the challenge. Irrespective of the budget difficulties facing the next Governor and Legislature, one thing is clear - for the effectiveness of the Criminal Justice system, for the safety of the public, and for the safety of our staff and the inmates we incarcerate, these shortages must be addressed.

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ADC Signs 20 Year Private Prison Contract

by Lacy Scott, Prison Operations Administrator

Recently, the Arizona Department of Corrections once again broke new ground in the correctional world with the signing of a contract with Arizona State Prison- Phoenix West. Director Terry Stewart, Deputy Director Charles Ryan, James Slattery, Chief Executive Officer, and Russell Rau, Senior Vice-President of Correctional Services Corporation, met to sign the Department's first long-term private prison contract.

CSC has owned and successfully operated ASP-Phoenix West, a 400-bed male DUI facility, for the last six years. The past success of the Department's private prison program set the stage to grant long term private prison contracts. Phoenix West is the first of these long term contracts to be executed. The contract is for 10 years with two renewals of five years each for a total of 20 years.

CSC is refinancing Phoenix West through an innovative approach. During the last legislative session, privately operated prisons were included in the State statute that allows specified businesses to sell investment bonds

through an Industrial Development Authority (IDA). IDA bonds are attractive to certain investors because of the tax advantages.

In short, CSC is selling ownership of ASP-Phoenix West to the Industrial Development Authority of the County of Maricopa - Phoenix West Prison, L.L.C, a nonprofit entity. However, CSC remains under contract with the Department for the continued management and operation of the facility. Under the agreement, the Department maintains the right to purchase the facility anytime during the contract period. A portion of the per diem paid for the operation of ASP-Phoenix West is

required to be applied to the debt service on the facility. Consequently, the State of Arizona will own ASP-Phoenix West at the end of the twenty-year contract. ADC may then choose to continue contracting for the management of the facility or operate Phoenix West itself.



The signing of the new contract. Left to Right: Russell Rau and James Slattery of CSC, Scott Smith, Administrator, Prison Operations, Director Terry Stewart, Lacy Scott, Administrator, Prison Operations and Deputy Director Charles Ryan.

The Office of Employee Assistance

by Oliver Nowlin, Grievance Coordinator



Left to Right: Bryce Boldt, Soyla Juarez, Richard Eimerman, Linda McWilliams, Gana Lapaglia, Stacy Lopez, Sandra Lawrence, Michelle Uribe, Marta Duarte, Terri White, Oliver Nowlin and Tim Lawrence. Not pictured Annmarie Smith-Whitson.

The Office of Equal Opportunity and Employee Relations Unit have merged to better serve management, staff and the public.

The merger of the two offices provides a centralized unit handling employee discrimination, ADA and FMLA issues, appropriateness of discipline, appeal of discipline/PACE and case review of Arizona Personnel Board matters.

All staff within this unit, regardless of specialty, are capable of answering inquiries concerning the services offered by the OEO or ERU specialists.

This merger is another example of the Department's efforts to improve the quality of service; reduce internal bureaucracy and utilize state funds in the most efficient manner. Staff or management in need of services offered by this unit, may contact the general office receptionist at (602) 542-3266 or 3419.

Program Helps Released Female Inmates

by Kathryn Brown, Female Programs Administrator



Female inmates participating in a WLF class at ASPC-Perryville.

Recently, 18 female inmates participated in the first ever Women Living Free Transitional Program at ASPC-Perryville's Santa Cruz Unit.

The new Arizona Department of Corrections program provides incarcerated women with the resources necessary to transition from prison to living successful in society. The Women Living Free Transitional Program is designed to reduce the recidivism rate of incarcerated women by educating newly released female inmates on how to lead self-sufficient lives within the laws of society and by maintaining a resource center that provides essential life skills, values and ethics. The resource center will have case managers who will help the released women find jobs, and have a 24-hour supervisory staff that will cooperate with parole and probation officers.

About a year ago, Tracy Bucher, co-founder of WLF and a former ADC inmate, and Virginia Dunstone, a therapist who helped Bucher turn her life around while she was incarcerated within ADC, contacted Director Terry Stewart with their proposal and received his approval.

"I had a vision on how to assist

females inmates who are going to be released from incarceration. I turned my life around while incarcerated in the Arizona Department of Corrections. Prison saved my life because I took advantage of the programs that were offered. I fashioned the Women Living Free Transitional Program around what it took for me to be successful," said Bucher.

The program requires female inmates to make a three-year commitment, one year of programming in prison and two years in the community. During the first year of the community portion of the program, the released female inmates are assisted by case managers, a resource center and group home facility. In the second year of the program, the released women act as mentors for newly released inmates.

To be eligible for the WLF program, female inmates must be enrolled in the educational program in the Arizona Department of Corrections. A General Equivalency Diploma is required in most cases, although GED resources will be available at the resource center if a woman is released before completing the program during her

incarceration. The program begins with an assessment of each individual provided by the Department, and then a transition manager is assigned to each inmate to conduct an interview. During the interview, the case manager and the inmate draft a plan for the inmate's successful future.

"These women need our help. Since leaving prison, I tried to call friends who had been freed and discovered that most of them were back behind bars," said Bucher.

The Women Living Free Transitional Program fulfills

a need. There was no program available in Arizona to aid released female inmates during the re-entry process. To become successful, these women need guidance, support and nurturing during the initial months after release. A successful re-entry is often the deciding factor as to whether women become productive members of society or return to the crimes that lead to their incarceration.

To Provide services to female inmates for free, the program's co-founders, Bucher and Dunstone, obtained grants and donations from organizations and companies to fund the program.

During the year long program at Perryville, female inmates participate in several phases of WLF that include: Life Scripting conducted by Virginia Dunstone, Job Readiness taught by Arizona Women's Education and Employment, Inc., Substance Abuse and Addictions administered by Arizona Behavioral Health Services, Integrated Holistic HealthCare by Arizona Integrated Medicine Clinic, Domestic Violence by the Arizona Coalition Against Domestic Violence and Family Reunification conducted by select therapists.

ADC Community Involvement

Three Florence Staff Members Honored

by Dan Danser, COIV, ASPC-Florence

Meritorious Service Awards were presented to three Florence employees for their heroic actions.



James Blankinship, CO II

While out with friends at a social gathering, Officer Blankinship's quick thinking and attentive awareness to the behaviors of others was able to stop a sexual assault of an innocent friend and acquaintance.



John Risch, CO II

In January of this year, Officer Risch and his wife were summoned to the home of his mother-in-law. When they arrived they found her unconscious, blue in color, and not breathing. He and his wife administered CPR continuously until the arrival of EMS. Upon arrival, EMS relieved Officer Risch and his wife and found the patient to have a pulse.



Emily Campos, Complex Warehouse Supervisor

Emily Campos reacted quickly on May 8, to save a life when an officer began choking on some food. She assessed the situation and administered abdominal thrusts to dislodge the object, restoring breathing to her fellow employee.

The Department's SECC Coordinator for 2002



Cindy Neese is the 2002 Arizona Department of Corrections State Employees Charitable Campaign Coordinator.

Ms. Neese, an ADC employee for 22 years, has worked on both the Law

Enforcement Torch Run for Special Olympics and the State Employees Charitable Campaign for the last 10 years. As a result of her participation and fund-raising efforts for the 2002 Law Enforcement Torch Run for Special Olympics, she will be representing the Department at the National Special Olympics Games in Hawaii this November.

Skilled in administrative and leadership roles, Ms. Neese is currently an Executive Staff Assistant at the Arizona State Prison Complex-Perryville. She has worked in many areas of the Department including the Director's Office, Administration, Legal Services and Community Corrections, with the majority of her career in Prison Operations.

Douglas Helps Victims of Abuse

Joe Stemple, Sergeant, ASPC-Douglas

Through the month of July, staff at ASPC-Douglas had been collecting items for victims of domestic violence.

This is our fifth annual "Christmas in July", and all donations are going to assist victims of domestic violence at the "House of Hope" in Douglas. The House of Hope has been assisting victims of domestic violence since 1994 in the Douglas area. Currently, there are 10 women and 20 kids at the Douglas shelter, the youngest being 2 months old. Staff at the Douglas Complex have done a great job with this fund-raiser and have made it a great success. Staff from the ASPC-Douglas Complex presented the donated items on August 14. The presentation took place at the House of Hope. Laura Horsley, Director of the House of Hope, attended this presentation.

Health Benefits of Antioxidants

Did you know antioxidants slow down the aging process and reduce the risk of cancer? Antioxidants are nutrients, chemicals or other substances that neutralize free radicals, highly reactive, destructive compounds within our bodies.

Free radicals production is a normal part of life. They are produced as a result of oxidation, a process that occurs within all biological organisms, including humans. In the body, free radicals may damage any type of cell or tissue, like cell membranes and DNA. When free radicals damage DNA, there is good evidence that the risk of cancer is increased and the aging process is accelerated.

Important antioxidants that can counteract free radicals and cellular oxidation are Vitamin C and E, Beta Carotene and Selenium. It is estimated there are more than 4,000 compounds acting as antioxidants that can be found in the foods we eat.

Vitamin C: Orange, tangerine, grapefruit, tomatoes, strawberries, cabbage, potatoes, green peppers, chili peppers and broccoli.

Vitamin E: Vegetable oils, fish liver oil, wheat germ, nuts, seeds, whole grains and green leafy vegetables.

Beta-carotene: Carrots, squash, broccoli, sweet potatoes, kale, collards, cantaloupe, peaches, and apricots.

Selenium: Fish, shellfish, lean red meat, grains, eggs, chicken, and garlic.

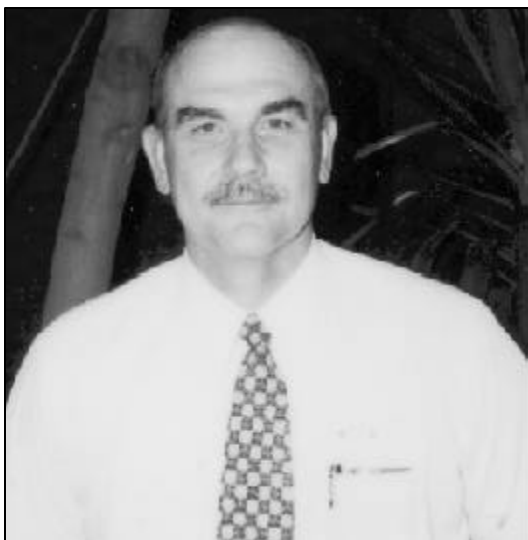
Supplements are good sources of antioxidants, but the best source is natural food. Healthy foods are packaged with other complimentary nutrients and provide better insurance that the antioxidants needed are in the



Vegetables are a great source of antioxidants

right amount and form. If you decide to take antioxidant supplements, make sure the product is developed by an expert nutritionist and is nutritionally balanced. Too many antioxidants can have the opposite health benefit.

Community Corrections Administrator Appointed



Larry Spurgeon, Administrator, Community Supervision Bureau

Larry Spurgeon has been appointed as the Administrator of the Community Supervision Bureau by Director Terry Stewart. He is filling the vacancy left by Nancy Schoemig. Spurgeon, a 25-year veteran with ADC, brings a wealth of knowledge and a commitment to excellence to the position. He has served as a parole officer, parole supervisor, parole manager and has experience as a Correctional Officer with juveniles and adults.

On the Move Retirements

Nancy Shoemig, Community Corrections
Dennis Hunt, Community Corrections
Rick Stevenson, Community Corrections
Robert Trueba, Community Corrections
Bert Ruby, Central Office
Michael Dominiak, Florence
Vivian Womack, Perryville
Elbert Dishmon, Perryville
James L. Griggs, Safford
Wendell Kent Peck, Safford
Charles Musson, Tucson
Kraig Hoekstra, Tucson
Edward Mendoza, Phoenix

Promotions

Larry Spurgeon, CC, Administrator
Lance Delmore, CC, Parole Supervisor
Christopher Ramirez, CC, Parole Supervisor
Charles Keith Waldrep, CC, Parole Supervisor
Dana McCrory, Douglas, Lieutenant
Sandra Gren, Sergeant, Florence
David Williams, Sergeant, Florence

Preventing Staff Assaults

by Don Brown, Staff Safety Officer

Whether it's supervising inmates in a cell block, dormitory, recreation field, or dining hall, correctional officers are frequent targets of assaults resulting in serious and sometimes fatal injuries. *So, what can be done, if anything, to prevent continuing assaults on staff?*

We know that assaults on correctional staff, have been increasing, and also where they originate. When asked in a 1999 Adult Corrections Survey about the role gang members played in staff assaults, 33.6% of correctional professionals said that gang members contribute significantly to staff assaults. When asked about the influence that gang member threats had on staff, 53.5% of correctional professionals, agreed that gang members threats had affected staff. Statistics compiled from Corrections Compendium, a professional journal, suggested that perception is reality. There have indeed been increases in staff assaults. There were 106,844 *reported* assaults on correctional staff between 1984 and 1997, with 13,302 in 1996, and 14,283 in 1997, a 7.38 % increase. More importantly, during the same 14-year period, there were 32 corrections staff killed by inmates. Significantly, as inmate populations in adult institutions have continued to grow, violent assaults on staff have also increased proportionately.

Police and correctional managers are identifying methods of preventing staff assaults, recognizing the nature of assaults is important. A 1997 FBI study identified operational procedures and training issues that can improve police officer safety. The FBI identified the relevant topics of such things as facing a drawn gun, traffic stops, approaches to motor

vehicles, officer frame of mind, attentiveness to surroundings, searches, and first aid. Many of these procedures and training issues can be applied to improving safety for correctional staff as well.

The same FBI researchers have described ways to prevent staff from becoming victims of fatal assault. The FBI reports that from 1990 to 1999, 75 percent of officer casualties occurred within a 10-foot radius of the offender, in what is called "the killing zone." Officers are cautioned to be wary of placing themselves in this hazardous zone where fatalities occur. This same "zone" applies to correctional staff as well as many of the other positive, in-depth recommendations for police. ADC training at COTA includes subjects in many of the same critical issues that FBI researchers identified, including:

- *Formulating action plans* developed from practical and realistic training situations faced by correctional staff, rather than simply reacting to offender behavior.
- *Contact procedures that include:* responses when encountering individual or multiple offenders, outdoor/indoor settings, escape/ evasion routes, and delaying emotional/ violent contact until staff support is available.
- *Correctional staff's condition.* Are correctional staff physically conditioned to subdue offenders? Is the employee under excessive amounts of stress that could cause possible distractions?
- *Knowledge of Area and Surroundings.* Correctional staff rotate to different posts. All staff should be familiar with their post and surroundings. Where are the exits?

Are there communication "dead spots" to avoid? In an emergency, where is the nearest safe haven?

- *Reasons for Inmate's Actions.* Incarceration alone contributes to staff assaults, but so does gang membership; younger, more violent, inmates; increased lack of respect for authority; use of drugs/other intoxicants, the recent death of a family member, or threats and intimidation from inmates. Paying close attention to events and environment is a useful warning system.

- *Tactical Considerations* including applying progressive use of force from verbal commands, pepper spray, to physical force during inmate handling and apprehension.

Inmate assaultive behavior cannot be accepted as part of "walking a corrections beat." Successful curbing of assaults in the inherently dangerous prison setting can be achieved through regular and realistic training at the academy and in-service. "What if" scenarios for correctional staff offer a number of practical solutions. Law enforcement professionals have learned this lesson well. Training in personal safety, awareness and observation, the benefits of physical conditioning, and resolving personal or job stress are critical. Identifying, monitoring and controlling security threat groups - prison gangs - is one of the most effective security plans for preventing assaults on staff.

The safety of correctional staff while supervising inmates is not an option. Rather, it is a requirement. The personal safety of our most precious resource - staff who "walk the prison beat" - has never been more important to correctional managers.

Training Academy Hosts DEFY Camp

Recently, 40 children who live in neighborhoods plagued by heavy gang and drug activity participated in a week long camp at the Arizona Department of Corrections Correctional Officer Training Academy in Tucson to learn about teamwork, leadership, self-respect and the dangers of drugs.

"Due to the fires in Northern Arizona, we were unable to conduct our camp at the usual site," said Marcia Roberts, the project manager for the Tucson Police Department's Weed and Seed Program. "We are extremely thankful the Department of Corrections allowed us to use their training complex. The facilities and the staff are excellent."

The opportunity to learn about some of the realities of Arizona prison was a benefit of having the Drug Education For Youth Camp at COTA. At COTA, DEFY was able to plan the usual activities like swimming, dancing, playing basketball, teaching the DEFY curriculum and showing movies in the classrooms. In addition to the usual DEFY camp activities, the children were entertained by service dog demonstrations and participated in mini-sessions on "life in prison" that took place in

the Central Detention Unit prison simulator.

Wearing an orange jumpsuit and acting as though she had been incarcerated for years, COTA Commander Sandra Walker explained to the children how difficult it is to live in prison.

"The kids enjoyed the demonstrations put on by Department of Corrections. The interaction between the Department staff and the children was excellent," said Roberts. They loved seeing the service dogs in action and having a chance to pet them."

The Drug Education For Youth program, sponsored by the US Attorney's Office, National Guard and Tucson Police Department-Weed and Seed Program, was created by the United States Navy in 1992. In 1996, the Department of Justice copied the program and began offering it to Weed and Seed sites across the country. Weed and Seed sites are housing areas identified by local police departments where residents are at high risk for drug and gang activity.

The program is a year long and has two phases. Phase One consists of a week-long summer camp, which includes tours and fun activities and a half a day of the DEFY curriculum.

"The program is educational, and the staff teach the children important values like respect, accountability and teamwork, but we also try to make it fun so the kids want to come back," said Roberts. "We have one child who has been in our program for four



COTA Commander Sandra Walker acting like an inmate during a prison simulation at DEFY camp.

years."

Phase Two of DEFY takes place throughout the year. This is when lessons are reinforced and the children apply what they learned during summer camp.

"What makes this program work is our military and law enforcement personnel who become mentors to these children for an entire year," said Roberts. "The kids build relationships and want to show off for their mentors."

The youths who participate are not troubled children. They are kids who live in neighborhoods where going to prison isn't an uncommon circumstance. All of the children at DEFY have either heard gunshots or have or had a relative in prison.

DEFY wants to keep children out of trouble and prison, and make them productive members of society. Not only is living in prison a poor quality of life, it is a burden on family members and society. The cost of incarcerating a 14-year-old child for his entire life is estimated at \$1.5 million.

"We just want to spend a little time and money now with these children and help them. Because if we don't, we will be spending a lot later," said Roberts.



CO Lisa Stell, ASPC-Tucson, introduces her dog Cisco to the kids at DEFY Camp

Did You Know.....?



The welcoming sign to the Correctional Officer Training Academy in Tucson.



Officers using the prison simulator to practice cuffing.



Correctional Officer cadets standing at attention.

- Correctional Officer Training Academy (COTA) was once a residential school for asthmatic children from the Midwest & east coast in the mid 1960s.
- On November 5, 1980, the 43 acres where COTA now stands, was purchased by Arizona Department of Public Safety (DPS) & Arizona Law Enforcement Officers Advisory Council (ALEOAC) (now known as Arizona Post).
- The first COTA class in conjunction with the Arizona Law Enforcement Training Academy (ALETA) began in January 1986.
- In July 1996, ALETA moved its law enforcement training to Phoenix leaving COTA as the sole occupant, leasing the academy for \$1.00 per year from AZ DPS.
- There have been 5 COTA Commanders: Jerry Wenzel (deceased), 1/86 to 4/88; Karl Tucker (now at Arizona Department of Juvenile Corrections), 4/88 to 3/91; Glen Davis (retired), 3/91 to 1/92; Tom Hammarstrom (now AZ POST Director), 10/92 to 10/99; and Sandra Walker (recently promoted to Deputy Warden at Meadows/Eyman).
- COTA's Facility Coordinator and the Food Service Line Server have been at the academy since September 1983.
- COTA not only trains state Correctional Officers, but also trains detention officers (i.e. Cochise, Coconino, Santa Cruz, Pinal and Salt River)
- COTA hosts intra & outside agency academies, in service training, community meetings such as Canine Academy, Tactical Support Unit (including helicopter landings), Motor Vehicle Division limited law enforcement officer training, Northwest Fire District, AZ DPS, Pima County Sheriff's Office and Homeowner's Associations.
- The legislature approved the signing over of the deed from AZ DPS to ADC during the 2002 legislative session. COTA is now the sole proprietor.



Cadets learning the art of self defense

employee's probation date.

"Instead of contracting with an advertising agency and paying high fees for their services, this new ADC incentive program will give money to its own employees. Why spend that money on advertising when in the past 60 percent of our employees were referred by friends or family members. Employees are encouraged to go out and recruit as many new employees as they can," said Ron Zuniga, Assistant Director of Human Resources and Development.

To participate in this statewide effort, both the recruiting employees and the employees recruited must be employed by ADC at the time the incentive is awarded. If the recruited employee leaves and then returns to ADC, the recruiting employee shall not receive another incentive award.

The new incentive program will replace the 2 for 1 Recruitment Drive Program. Under the old program, only 625 of the 6,146 Correctional Officers who work for the Department referred 668 individuals. Of the 625 referrals, only 247 successfully passed all hiring and selection processes, and merely 29 officers have had their recruits graduate from COTA.

A similar program to the new Employee Incentive Program is being used by the Texas Department of

Criminal Justice. Since July 1999, the Texas Department of Criminal Justice has been successful in hiring 1,150 Correctional Officers through 943 referrals. According to the TDCJ, the program has worked so well in recruiting Correctional Officers that they are considering offering another monetary incentive to employees after one year, if the CO they recruited is still employed.

As of mid August, there were 80 Registered Nurses within Health Services vacant and 825 Correctional Officer positions vacant. These are two classifications that are in high demand; however, the program will not be limited to these two positions. Under the Employee Incentive Program, the Director may authorize monetary recruiting incentives for other positions that need to be filled.

The cost of the Correctional Officer program will be paid from the Human Resources and Development Division advertising budget and Health Services will pay the cost for Registered Nurse recruiting.

"This program is a positive recruiting tool and a win-win situation for both the Department and our employees," said Director Terry Stewart.

For more information on the Employee Incentive Program and Correctional Officer recruitment, contact Employment Unit Administrator Jim Burdick (602) 542-3178, for Registered Nurse recruitment contact Facility Health Care Administrator Larry Clausen (602) 685-3100 x3000.

Offender Services Staff Recognized



Recently, ADC presented awards to the employees of the Offender Services Bureau for their outstanding achievements and milestones. Pictured Left to Right: Mercy Duran, Top Filer, February, Veronica Burgos, Top Filer, March, Angie King, Top Filer, April and May, Kathleen Mcmillian, 15 year pin, Bill Baker, Retirement, Karen Fredericks, 15 year pin and Dan Zeh, 15 year pin.

July's Cross-Section Winner and Answers

Drawing Winner

Donna L. Marshall, Central Office

[Other Correct Entries](#)

Peggy Baldwin, Lewis

Emily Campos, Florence

Lori Roberts, Lewis

John F. Kohl, Central Office

Central Office Comm. Center

Barbara Sullinger, ACI

Judi Kilgus, Central Office

Brandy Fortney, Financial Services

Brian Mara, Central Office

Michael Moylan, Tucson

Judy Morgan, Perryville

Shawn Sanders, Eyman

Jeannie Merriman, COTA

J. Jackson, Florence

Julie Harris, Phoenix

J. Apple, Safford

Ellen Pfulb, Winslow

Tommie Betts, Winslow

Eileen Lupkes, Tucson

John Bynum, Lewis

Richard J. Patterson, Winslow

Treba Fernandez, Phoenix

Denise Lee, Safford

D. Dobbs, Florence

Shannon Watz, Winslow

Laura D. Hernandez,

Winslow

Rick Morales, Winslow

Rosezeni Velaw, Winslow

J. Rascon, Yuma

G. Godinez, Yuma

James Kimble, Central Office

Kay Maxwell-Ulrich, Tucson

John Bihel, Florence



Shandan Nettles, Douglas

Sandy Harrison, Yuma

Lee Ann Brydges, Tucson

Christine Tomczak, Winslow

Mark Westfall, Tucson

Two Motivated Officers Lead Blood Drive

by Tobey Hodgin, Executive Assistant, ASPC-Lewis



ASPC-Lewis CO IIIs Kathy and Teru Osorio

Recently, Correctional Officer III's Teru and Kathy Osorio challenged ASPC-Lewis staff to see if they could get 50 blood donors. As a result of their efforts, 104 employees at Lewis volunteered to donate blood to the United Blood Services including 28 staff

members who were turned away due to the exhaustion of blood collecting supplies.

The blood drive had special meaning to the Osorios. The two CO III's decided to volunteer to coordinate the blood drive, because of an unfortunate incident that occurred when Teru, a 20 year-veteran with the United States Air Force, was stationed in Turkey. Under a heightened defensive security posture, expecting terrorists attacks against U.S. personnel, communities and installations, his unit sent out several Recon Teams to the Turkish-Iran border when something went terribly wrong; one of his subordinates, a 19-year-old man, was wounded and later died.

According to the medic who worked on the man, he was given direct blood transfusions, but there just wasn't enough blood.

"That's a major reason why Kathy and I volunteered to coordinate the blood drive. It's my way for making up for that night. There's no reason why someone should die because of the lack of blood, no reason at all," said Teru.

There is a great need for blood. On any given day, an average of 34,000 units of red blood cells are needed. With an aging population and advances in medical treatments and procedures requiring blood transfusions, the demand for blood continues to increase.

Training is the Key



As a step toward continuing improvement of ADC's instructor cadre, an *Instructor Development Work Group* has completed an extensive study and review of the existing ADC instructor program.

The study asked instructors and administrators what they consider to be strengths and weaknesses in the current program. This was done in three steps: a written survey of all 1,189 certified instructors (an incredible 91.4% were returned); focus groups of instructors; and individual administrator interviews. Both the focus groups and interviews were conducted at Central Office and each institution.

The results of the written surveys revealed these statistics:

- 42% have been instructors for 5 years or more, and 67% for 2 years or more
- 84% have received no recognition for serving as instructors
- 86% and 84%, respectively, report that their first and second line supervisors support their service as instructors
- 70% reported no mention of instructor duties in PACE performance appraisals
- 47% said serving as an instructor

enhanced career plans, yet 52% said it didn't

- 34% said they continue to instruct because they love it; 28% said they teach as a break from normal routine; and 18% teach because it helps career plans
 - 56% originally volunteered to instruct, 40% were assigned
- The focus groups most often repeated concerns were:
- Staff should not be forced to instruct
 - Instructors should be allowed to choose which courses they instruct
 - Ineffective instructors should not be used
 - Lesson plans should be updated regularly
 - Institution staff and Subject Matter Expert instructors should have input into curriculum development
 - Instructors should be given background information beyond the basic lesson plan

The Staff Development and Training Bureau will implement some suggestions and will submit others in a position paper to the Director's Office for consideration. We will keep you informed a series of articles in *Directions* as to the status of this project.

Carolyn Verdugo Retires

By Shirley McGhee, Southern Region Training Manager

Training Officer Carolyn Verdugo of ASPC-Douglas has retired after more than 27 years of state employment.

Carolyn's career with ADC began in February 1992 when she worked as a training officer at ASPC-Douglas. Her contributions to the Department are vast, including working as the program manager

for First Aid and Basic Life Support, an IHE facilitator, a key developer



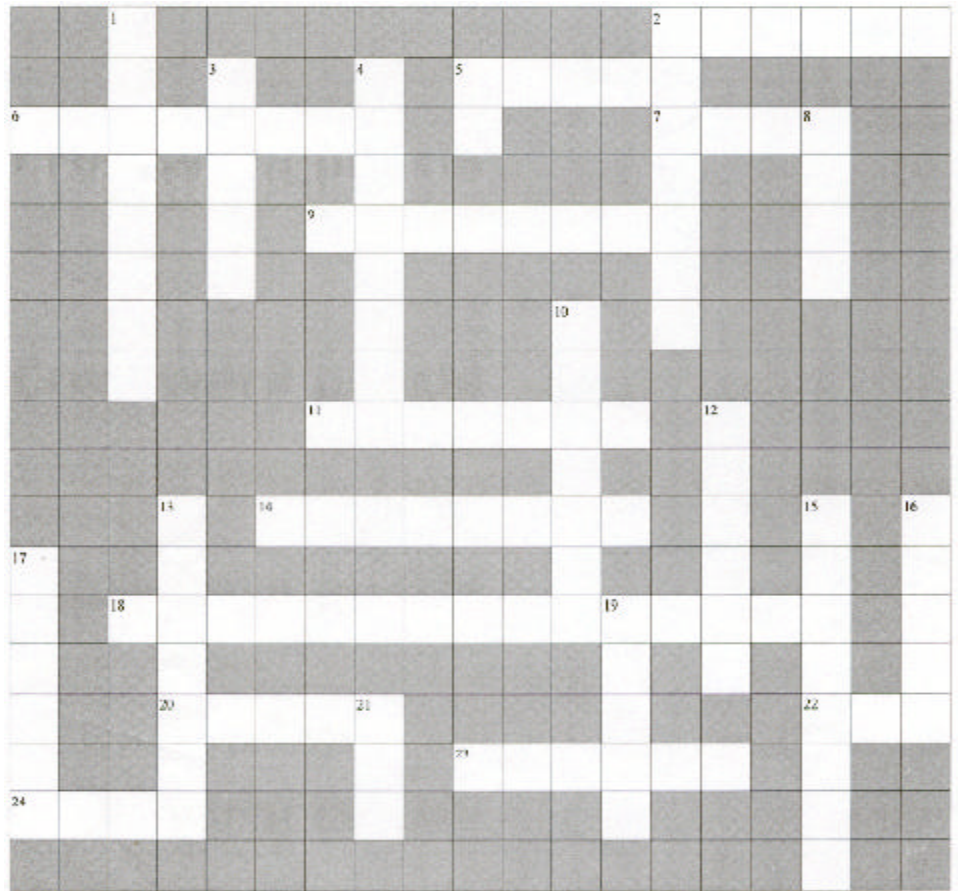
of the CO III Academy, and a writer on several curriculum teams.

During the last 12 years, she has received the Certified Public Manager Certification, a Supervisory Manager Certificate, an Associate of General Studies, and an Associate of Arts Degree in English. After retirement, Carolyn plans on entering the Cochise College Nursing Program and working at the hospital in Sierra Vista.

Corrections Cross-section

Across

2. Administrator of the Office of Employee Assistance
5. Acronym of ACT's former name
6. _____ Support Unit
7. Exercise Area
9. Slang for serving a flat or long sentence
11. Deputy Director of Administration
14. A large residence or a slang name for a prison
18. Office that calculates release dates
20. Designated _____ Response Team
22. Prison gang or Spanish pronunciation of the letter M
23. Inmate slang for cigarette or a cattle man
24. Slang term for segregation cell



Down

1. Confining a group of prisoners or an entire prison to their cell
2. Where an inmate suspected of having contraband is placed
3. Slang term used for a Correctional or police officer or the number of the last state to join the union

4. The unit that serves as the reception center for ADC
5. Abbreviation for prison gang of white supremacists
8. The camp that teaches children the dangers of drugs and gangs
10. A type of prison hut
12. Slang for cell mate
13. Type of prison that contracts with ADC
15. Perryville's boss whose name rhymes with the Volunteer State
16. Use of _____
17. An informant or rat
19. A material made of mud and grass; Perryville inmates work with it.
21. Slang for an inmate's friend or a four-legged animal

Successfully complete the Corrections Cross-section and win merchandise. Correct crossword entries will be entered into a drawing.

To enter, submit the completed puzzle with your name, telephone number and place of employment to Virginia Strankman at Mail Code 441 or 1601 West Jefferson, Phoenix, Arizona 85007.

Look for the answers to the crossword puzzle and the winner of the contest in next month's issue of Directions.